

Work-Life Balance and Employee Performance in Kubwa General Hospital, Abuja

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Abstract

This study investigated work-life balance and employee performance in Kubwa General Hospital Abuja to determine how work-to-family conflicts and employee assistance programmes impact on employee performance. The population of study was 320 and the sample size was 175. The instrument for data collection was the structured questionnaire which was manually administered to the 175 staff members of the hospital using random sampling method. The Partial Least Square-Structural Equation Modeling (PLS-SEM) analysis was carried out with the aid of Smart-PLS version 3.0. Results revealed a significant positive relationship between Work-to-family Conflicts and Employee Performance and also a significant positive relationship between Employee Assistance Programmes and Employee Performance. The study recommended that management of Kubwa General Hospital, Abuja, should implement flexible and remote work to address work-to-family conflicts, focusing on productivity, breaks, and leadership, offering volunteer time, parental support, health cash plans, and additional services that can boost workplace satisfaction. Prioritize employee assistance programs like counseling, health programs, training, and financial incentives to improve employee performance.

Keywords: *Work-Life Balance, Work-to-Family Conflicts, Employee Assistance Programmes, Employee Performance.*

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Background to the Study

Work-life balance refers to the positive relationship that exists between work and other significant life activities such as family, leisure, personal development, and community concerns with the purpose of balancing work responsibilities with personal interests flexibly. Therefore, on the one hand, organizations must ensure employees have a satisfactory work-life balance to maintain job quality and minimize costly errors, thereby promoting business case work-life balance, while conversely, employees have to manage their life outside work such that it does not hamper efficient work performance and vice versa. Work-life balance (WLB) is a global issue affecting job satisfaction, mental health, and performance. It can lead to issues like poor performance, absenteeism, and higher staff turnover.

WLB first appeared in the United Kingdom in the 1980s during the late stages of the Industrial Revolution, where blue collar workers were overworked. Labour reformers revolted against long hours, leading to a 40-hour work week in the United Kingdom and United States. The Women's Liberation Movement advocated for a flexible schedule and maternity leave. The "nine to five" workday was made mainstream in the 1920s by Henry Ford, and the 40-hour working week was enshrined in United States law in 1940. In the African continent, knowledge on WLB has been peripheral. However, this position has not undermined its unique socio-political and economic setting nor familiarity with doubt and inequality, more so, colonized histories proffer new and creative ways to tackle modern WLB concerns in different contexts. Besides, African organizations have over time successfully integrated work and life roles, despite resistance to change. However, they struggled with family-friendly policies, which were effective, hence, alternatives like workplace mentoring and incentives were considered, as work-to-family policies were not the only solution.

The Nigerian work environment on the other hand, is characterized by employees that are faced with the challenge of family related issues and work -task-activities. The family issues may include but not limited to taking care of children, aged parents, career enhancement and so on. Work-task -activities include official responsibilities, assignments, tasks and the like. How best an employee will aptly marry this relationship with seemingly less stress is simply called work-life-balance. The Nigerian Labour Act (1974) is a basic legislation primarily affecting blue-collar workers, with limited government regulations for employers. It provides daily work hours, rest intervals, and annual leave after 12 months of service. Women are entitled to maternity leave of eighty-four (84) working days while men enjoy a fourteen (14) day paternity leave with half pay. Experiences show that WLB has, to an extent addressed the concerns of Islam and Christianity in terms of granting some days as work-free days for worship but remains silent in that of traditional religion. This may be due to the fact that the British did not believe in Nigerian indigenous traditions.

Work-life balance has become increasingly important for workers in Nigeria owing to demographic changes as well as workplace changes like increased female, single parents, longer hours, and technological advancements including the 2024 economic hardship occasioned by the unprecedented hike in the price of fuel. Organizations are designing practices to assist employees fulfill employment and personal commitments. The issue has attracted

stakeholders' attention including employers, employees, government, scholars, and even the media, making work-life balance into a very important human resource management concern. This study aims to find the relationship between WLB and employee performance towards introducing suitable employment practices to help employees achieve better WLB, with the ultimate goal of increasing productivity, lowering absenteeism, and creating a happier, less stressed workforce in Kubwa General Hospital, Abuja.

Statement of the Problem

Quantitative and qualitative research on work-life balance and employee performance abound in Nigeria and across the globe, with findings revealing both significant as well as non-significant positive and negative impacts on the relationship. For instance, in a study by Morrison *et al.* (2020) results showed that work-to-family conflicts negatively impact job performance in a Ghanaian bank, with strategies like flexible schedules, support by supervisors, work environments that provide support, and policies that are family-friendly being used to minimize conflict. However, a significant relationship was found to exist between work-to-family conflicts and job performance. A study by Al-Alawi's *et al.* (2021) revealed a positive impact of work-life balance and job satisfaction on employee performance, while work-to-family conflict had a negative effect. In their research work, Moreira *et al.* (2023) found that conflict negatively affects task performance, while well-being positively affects it. On the part of Shabir & Gani (2020) research, a significant positive relationship was found between work-life balance (WLB) and organizational commitment among women healthcare workers in India. All the findings propose that employee well-being should be prioritized by organizations and that more time ought to be dedicated to personal and family matters. The findings align with the current research on work-to-family conflict and employee assistance programmes on employee performance.

Research by Ajirowo *et al.* (2022) showed that a positive work-life balance enhanced performance, increased job satisfaction, and higher engagement in healthcare workers at University of Ilorin Teaching Hospital in Nigeria, the research also revealed that the key factors that facilitate work-life balance are flexible work time and a conducive work environment, which can be useful for HR policies to optimize performance, talent retention, and organizational competitiveness. In their work, Ugbonmhe & Ishaq (2023) investigated work-life balance impact on productivity in the public-sector of university health institutions in Nigeria, finding that there is a positive correlation between employee performance and participation in employee assistance programs and the availability of work-schedule adjustments. Study by Samtharam & Baskaran (2023) highlighted the importance of work-life integration (WLI) and workplace flexibility in influencing employees' life satisfaction, productivity, and organizational commitment. The work of Killa & Sureshkumar (2023) explored how workplace flexibility impacts employee performance and the factors that influence its effectiveness, and the findings revealed no significant difference between encouraging a culture of innovation and flexible work arrangements. In Chinyere's (2021) study, there was a positive though not significant impact between advanced technology and work-life balance, while there was a significant negative relationship between supervisor support and work-life balance.

However, to the best knowledge of this researcher, no researcher has understudied the work-life balance and employee performance in Kubwa General Hospital, a public health facility in Abuja. Hence this research was embarked upon to fill this gap, with focus on work-to-family conflict and employee assistance programme. The researcher is a patient of the hospital, and observed over the course medical visits that the performance level of some of the employees interacted with, was below expectation for a government owned hospital where the greater part of the residents of Kubwa opted for since privately owned healthcare centers were not quit affordable, hence the interest to understand the cause of the ineptitude by investigating the nature of the workers work-life balance in terms of their work-life conflict and employee assistance programmes. Therefore, the main aim of this paper is to investigate work-life balance and employee performance in Kubwa General Hospital, Abuja. The specific objectives of the research are to examine the extent to which work-to-family conflicts affect employee performance and also how employee assistance programmes affect employee performance

While the following hypotheses were formulated from the specific objectives and stated as follows:

- H₀₁:** Extent of relationship between work-to-family conflict and employee performance is significant.
- H₀₂:** Extent of relationship between employee assistance programmes and employee performance is significant.

Literature Review

Conceptual Framework of the Study

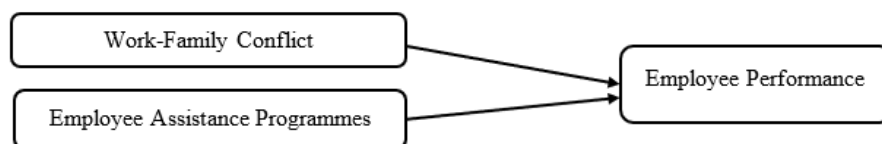


Figure 1: Conceptual Framework on Effect of Work-Life Balance on Employee Performance in Kubwa General Hospital, Abuja. (Source: Researcher's Conceptual Idea, 2024).

Figure 1 above captures the conceptual framework of this study. The study examines the Impact of Work-Life Balance on Employee Performance in Kubwa General Hospital, Abuja. The independent variables are Work-to-family Conflicts, and Employee Assistance Programmes, while Employee Performance is the Dependent Variable.

Conceptual Review

Work-Life Balance

Work-life balance (WLB) is a notion that embroils both work and family responsibilities. The work of Tamunomiebi *et al.* (2020) projects the extent to which an individual is satisfied with their roles at work as well as their family roles. WLB is an interface between work and family, the work aspect involves formal tasks and life activities that are not associated with work. To effectively achieve this, WLB policies must be formulated to enable employees to interrelate

with the community while controlling/minimizing hiring and firing costs towards achieving improved productivity. Efforts made by organizations in this regard are by way of dedicating resources to work-life balance to fine-tune structures and comply with government regulations. For example, Nigerian oil sector organizations are imbibing organizational culture and programs aimed at reducing work-life conflicts and improving staff effectiveness. This has resulted in these organizations being able to groom employees who relish work-life balance and demonstrate more dedication for achieving organizational goals. Also, Tamunomiebi *et al.* (2020) postulated that organizational policies designed to provide needed assistance to employees aimed to diminish conflicts between work and life.

Efforts have been made in Management literature to understand the role of organizations in reducing conflicts experienced by employees due to work and family demands (Banu *et al.*, 2019). Work-life balance mechanisms can help reduce conflicts and enhance workplace harmony, eliciting better performance. Employees who can access services like flexible schedules, parental leave, childcare, and support of supervisors, tend to have less incompatible work-life, greater job satisfaction, less stress, and lower turnover rates. Gender is significant in achieving a balance between work roles and family roles, with women often facing constant conflict due to patriarchal expectations. Organizations must address work-life balance to preserve human resources and improve organizational well-being. The effective management of work and family roles can increase job satisfaction and performance. Work-life balance is about a person's capacity to successfully combine work and household accountabilities, regardless of age or gender (Shahzadi *et al.*, 2021)

Importance of Work-Life Balance

Drawing from the work of Pasamar (2020), work-life balance is important if employees are to achieve better well-being and organizational benefits. Also, organizations can implement policies that suit families such as part-time work, telecommuting, flexible-work-hours, job sharing, parental leave, compressed-work-weeks, and on-site childcare facilities (Cretches). Oludayo (2020) agree with this stand as he also suggest that work-life balance significantly influences employee job efficiency. The research suggests that promoting HRM activities like telecommuting and job sharing enhances efficiency, engagement, happiness, dedication, corporate citizenship behavior, productivity, and reduces turnover, thus positively affecting job performance (Oludayo (2020). More people are opting for paid employment so Post (2019) asserts that, the influx of workers, specifically for females, lends credence that the work-life balance concept is important to apply.

Work-life balance is also important in that it creates opportunities for employees to enjoy benefits in the areas of health-care and well-being benefits such as child-education support, extended health-insurance, free-work days, fitness Programmes, volunteering, and phased retirement can also contribute to work-life balance (Härmä & Karhula, 2020). Some organizations operate flexible work (flex time) schedules are a means of supporting their staff to balance work and family life. In Oludayo's (2020) study, it is asserted that flexi-time enables employees to meet up with family or personal commitments.

Work-to-Family Conflict

Work-to-family conflict is a situation that arises when work demands conflict with family responsibilities, causing stress, challenges, and impacts negatively on life satisfaction, personal relationships and mental health. This is largely because work and family are fundamental and inseparable aspects of human life that often cause conflict and dilemma for employees. If the resultant stress is prolonged, it may impact negatively on physical and mental health. However, if organizations provide support or workers perceive support from their employers, it may lead to obvious enhancement of performance at work and also to attain desired work-to-family goals (Akram & Hussain 2020). Research has also shown that clarifying work-to-family roles and organizing them in a non-traditional hierarchy can reduce conflict, especially for women, despite traditional gender views (Akram & Hussain 2020).

Employee Assistance Programmes (EAPs)

Employee assistance programmes are work-based interventions fully funded by employers. These programmes are designed to assist employees address personal challenges that negatively affect their performance at work and these may include family/marital issues, emotional or financial issues, substance or alcohol abuse. Studies have shown the effectiveness of (EAPs) in enhancing employee and organizational outcomes. However, current definitions often prioritize performance over employee wellbeing (Masi, 2020). This study defines EAPs as work-based wellbeing programs that address work, life, and health, aiming to remedy existing difficulties and mitigate future adversities for employees.

The International Employee Assistance Professionals Association (2022) asserts that EAPs are provided to help organizations and their employees in a variety of ways ranging from consultation at the strategic level on organization-wide implications issues, to individual assistance to employees and family members facing personal difficulties. For their part, Bouzikos *et al.* (2022) and International Employee Assistance Professionals Association, 2022 define EAPs as workplace interventions designed to support staff, mitigate risk, address mental health issues, and assist employees with personal and work-related problems, including family members, while focusing on remedial interventions. The Society for Human Resource Management (2020), on the other hand, defines EAPs as work-based intervention programs aimed at resolving personal problems that may negatively impact an employee's performance, as part of the benefits system.

Employers recognize that an all-inclusive approach to wellness leads to having happier and more productive employees. Implemented since the 1940s, EAPs aim to address workplace concerns, violence, health issues, and employee morale, resulting in increased happiness and productivity (Attridge, 2019). The researcher further enunciated that EAPs are often provided by a team of experts such as counselors and financial experts, lawyers and therapists, contracted by an employer to offer advice and guidance to employees to help them address personal, non-work-related issues, and challenges that could upset their work life.

One factor that impacts various aspects of people's lives is financial problems including family life and job productivity. It is difficult for workers with financial problems to concentrate, they

also experience fatigue, and increased accident risk. Also, their grievance rates are higher (Cogna, 2023). Due to lower productivity and the tendencies for default, companies tend to spend more on transactions, benefits, and medical costs (Bouzikos *et al.*, 2022). Services offer coaching, critical incident management support, debriefing, counselling, and trauma training to help employees cope with stress, recognize distress, and respond with the appropriate measures. EAPs have been forged such that they can enhance the psychological health and wellbeing of employees. Researchers Bouzikos *et al.* (2022) postulated that the need, benefit and value of rehabilitating employees supersedes replacing them, thus implying the need for the continued development and promotion of EAPs as a constant evaluation of their efficacy towards improving workers' psychological health and wellbeing.

Employee Performance

Employee performance is very vital for businesses to measure their work achievements and heed to standards, objectives, and priorities (Rusmiati & Fitriani, 2021). Employee performance is defined as the manner in which employees complete their assigned work and perform required responsibilities (Wiradendi, 2020). It involves the effectiveness, quality, and efficiency of manufacturing, and affects employees' perception of their value to the organization. Productivity is measured through various methods, including quality, quantity, knowledge, and inventiveness. Evaluation systems should have standard parameters to ensure consistency. Employee performance is dependent on job satisfaction, compensation, personal abilities, skills, and personality qualities, and is essential for a company's success (Rusmiati & Fitriani, 2021).

Factors Affecting Employee Performance

- i. **Time Pressure:** Time pressure is a significant factor affecting employee performance, affecting tasks in all ramifications. It is primarily due to cognitive capacity restrictions, leading to heuristic processing procedures and biases. People under time constraints tend to focus on what they learn first, leading to larger primacy effects and preconceptions. They also exhibit larger biases and less desire to change decision-making patterns. Also, deadlines decrease the time available for a holistic search for alternate solutions, opting instead for well-learned, straightforward undertakings. However, researches have revealed a negative impact of time pressure on performance, while others did not find a relationship between time pressure and employee performance (Pan *et al.*, 2023; Ryari *et al.*, 2021; Baethge *et al.*, 2019; Cogna, 2023).
- ii. **Motivation:** Motivation is a crucial aspect of employee success and company success. It is associated with job satisfaction, pride, and long-term commitment, which improve performance and productivity. High-motivated employees are long-term value to an organization. Employers often struggle with motivating their personnel. Research suggests that managers can influence employee motivation and increase performance. Motivated employees usually display self-satisfaction, sales fulfillment, and commitment that often results in optimum work quality, efficiencies, and competitive advantage (Uka & Ardita, 2021).

iii. Heavy Workload: Workload management involves managing physical and mental burdens in a job, including lifting, transferring, caring, and pushing. Heavy workload is the amount of work, the time spent, and the irritation experienced due to not being able to complete tasks within a set time frame. High workloads and stress affect job performance and should not be ignored. Workloads that are not well managed have been reported to be significant stressors by 46% of employees, and result in burnout. The World Health Organization has defined burnout as continuous work stress that drains energy and decreases efficiency. In their study, Rusmiati & Fitriani (2021) report that 90% of interns suffered from stress-induced workload and working hours.

Work-Life Balance and Employee Performance

Employee performance management links organizational goals with employees' skills, criteria for competency, and development plans focusing on learning and development (Tamunomiebi *et al.*, 2020). Performance evaluations evaluate job performances, but can lead to emotional charges, misdirected bonuses, improper understanding of expectations, bad timing, biased manager opinions, and poor development opportunities (Tamunomiebi *et al.*, 2020; Rusmiati & Fitriani, 2021).

Work-life balance can negatively impact employee performance, with increased conflicts leading to lower commitment and employment gratification. This can result in reduced performance, absenteeism, increased turnover as well as reduced work effort. Additionally, conflicts such as these can result in reduced energy, general health, stress, burnout, and cognitive problems. Studies on WLB also focus on online workers, highlighting the impact of work-life conflict on employee performance (Rusmiati & Fitriani, 2021).

Theoretical Framework

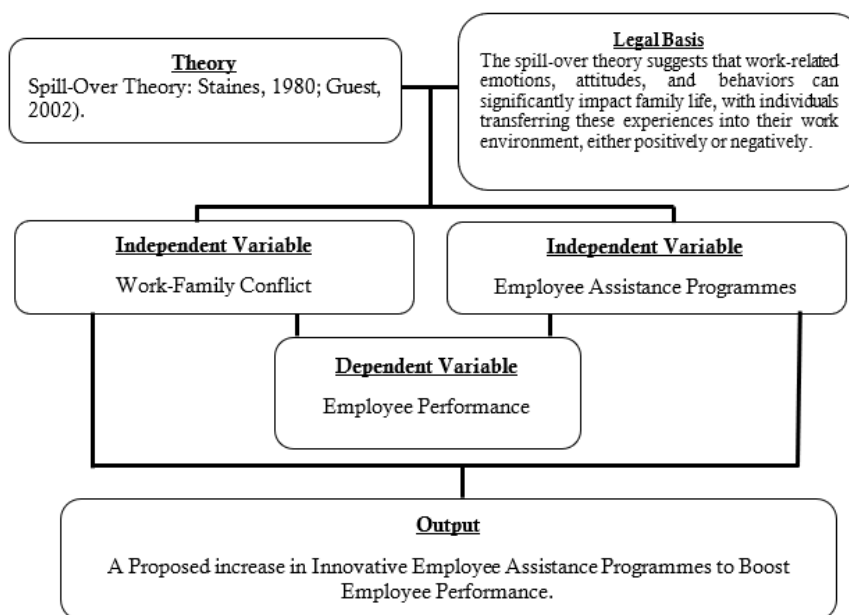
The theoretical framework of this paper is the Spill-Over Theory which was propounded by Aldous & Hill (1969), Westerman & Piotrkowski (1999), Crouter (1984) and Guest (2002). The theory is based on the uneven porous borders that exist between family and work. It also addresses both professional and personal matters (Piotrkowski, 1979). On his part, Guest (2002) explains it as when there is spill over between family microsystem and the work microsystem, which he says could be positive or negative.

The theory postulates that Work-to-family relationships will suffer from negative spillover effects with respect to time, energy, and behaviour if they are inflexibly arranged in both place and time. To achieve a healthy work-life balance an individual must be able to integrate and overlap work and family duties in terms of time and place. This is known as positive spillover. The factors affecting work-life balance are embedded in contexts of work and home according to Guest (2002). Workplace expectations, work culture, and home demands are examples of contextual determinants while the variables comprise of gender and age, life and career stage, work orientation (that is, the extent to which work (or home) is a basic life focus), personality, energy, and personal control and coping. Leave policy and service delivery which are the variables used in this study are in the category of contextual determinants. The requirement of work is service delivery, but the leave policy represents the work culture.

There have been both objective and subjective definitions of work-life balance. The objective metrics used in defining work-life balance are work and uncommitted or leisure hours outside of work while the conditions of imbalance and equilibrium are the subjective indicators. Additionally, Guest (2002) pointed out that there is balance only when equal weight is given to work and home or when one is prioritized over the other. Spillover occurs when one aspect of life interferes with another. Other benefits to work-life balance include increased performance at work and at home, influence on family, friends and coworkers, personal fulfilment, wellness at work, home, and life in general.

Research has proven that emotional tiredness, or negative spillover arising either from work or non-work life, have negative impacts on organizations in that it reduces commitment and increases turnover. Research has also proven that family estrangement is the primary cause of decreased motivation for both men and women towards job and family, work-to-family conflicts that caused emotional weariness, was predicted by this alienation. It has also been proven that variances in work-to-family conflicts result from spouses as well as supervisors' supports. Again, the incapacity to balance work and personal life has been seen as what may impact workers' efficacy and output at work (Fatima, 2021). The study in Temuco, Chile, revealed a positive correlation between work-life balance and both genders' satisfaction with life, family, and food-related aspects. However, it did not correlate with the partner's satisfaction. The findings suggest that improving work-life balance can improve overall life satisfaction. This theory is relevant to the study because it supports the notion that organizations should implement positive work-life policies that allow employees to have a healthy work-life balance and, as a result, increase their commitment to the organization's objectives towards optimum work performance.

Figure 2: Theoretical Framework



Source: Researcher's Theoretical Idea (2024)

Empirical Review

Several studies exist on the work-life balance and employee performance some of which are mentioned here. A cross-sectional quantitative study on effect of work-to-family conflict on job performance in a selected bank in Ghana was carried out by Morrison *et al.* (2020) with the use of primary as well as secondary data, simple random and stratified sampling techniques, revealed that work-to-family conflict negatively impacts job performance due to factors such as long working hours, heavy workload and family demand. Strategies like flexible schedules, support of supervisors, supportive work environments, and policies that are family-friendly were used to minimize conflicts. Findings also revealed that a significantly negative relationship exists between work-to-family conflict and job performance, suggesting other banks should adopt these best practices to improve employee performance. While a significant negative correlation was found in the study, the findings in this current research records a significant positive correlation between work-to-family conflict and employee performance.

In a study, Al-Alawi *et al.* (2021) researched on the effects of work-to-family conflict, family-work conflict, and work-life balance on female teachers in Saudi Arabia's public education sector. It used quantitative research methods, including surveys, bivariate and correlation analysis, scatterplots, and multiple regression. Results showed that work-life balance and job satisfaction positively impacted employee performance, while work-to-family conflicts and family-work conflicts had significant negative impacts respectively. A survey was conducted among 125 female teachers in Saudi Arabia's public education sector, with 93 chosen for the research. The study's aim was to understand the correlation between work-life balance and work performance, considering the Saudi government's rules and regulations. The research, which focused on female teachers, aimed to address the impact of political and religious forces on women in the education sector. There is a significant relationship between Work-to-family conflicts on employee performance in this current research.

A study by Moreira *et al.* (2023) on Conflict (Work-to-family and Family-Work) and Task Performance on the role of well-being in the relationship, examined the relationship between conflict between work-to-family and family-work in Portuguese organizations. It hypothesizes that conflict negatively affects task performance, while well-being positively affects it. 596 employees in Portuguese organizations participated in the research. Findings showed that family-work conflict was the most significant factor, while well-being moderated the relationship. The study suggested that organizations should prioritize employee wellbeing, particularly in Portugal, where relationship culture prevails over task culture, pointing out that dedicating more time to personal and family matters are essential. In this current work however, work-to-family conflict significantly impacts employee performance.

Another quantitative study was carried out by Shabir & Gani (2020) on a structural modeling approach to the impact of work-life balance on organizational commitment of women health-care workers to ascertain the link between work-life balance (WLB) and organizational commitment (OC) amongst women employees in the healthcare sector using a sample size of 580 health-care sector employees of Jammu and Kashmir in India who were administered questionnaire to obtain the necessary data that was analyzed with Smart-PLS while SPSS was

used to analyse the descriptive statistics. The *t*-test analysis of variance and structural equation modeling were assessed to achieve the study objectives. Findings indicated a significant positive correlation between WLB and OC, a positive correlation between WLB and affective and normative commitment but there was a negative correlation between WLB and continuance commitment. The finding is in tandem with those of this current research.

A study also examined the association between work-life balance and employee performance in healthcare workers at the University of Ilorin Teaching Hospital in Nigeria. It was carried out by Ajirowo *et al.* (2022), using an accessible population of 1534 of the health workers and a sample size of 306 from Krejcie and Morgan's (1970) table of sample size. The research found that a positive work-life balance leads to enhanced performance, improved job satisfaction, and higher engagement, and that the key facilitators of work-life balance include flexible work time and a good work environment, and that they boost employee performance and can also be useful for HR policies towards optimizing performance, talent retention, and organizational competitiveness. The study also recommended a regular assessment of employee commitment levels to help identify areas for improvement and track the impact of the initiatives of work-life balance. Though the independent variables used in this study differ slightly, they are related and align with the current research's basic aim of balancing work-life to boost employee performance as can be seen in the findings that equally revealed a positive outcome from the hypothesis tested in this regard.

In an effort to fill the gap in Nigeria's empirical understanding of the impact of work-life balance on the productivity of public-sector university health institutions in Nigeria, researchers Ugbomhe & Ishaq (2023) conducted a study to investigate this. A total of 2,750 workers in Edo State's public health sector participated in the study and results showed that a positive correlation exists between employee performance and employee assistance programs and availability of work schedule adjustments. It was recommended that public health organizations should strengthen these programs to mitigate work-life balance conflicts. This finding aligns with that of this current research and will add to literature in this regard.

Researchers, Samtharam & Baskaran's (2023), conducted a contextual research on work-life integration and workplace flexibility on life satisfaction, work output, and organization commitment, emphasizes the importance of work-life integration (WLI) and workplace flexibility towards influencing the life satisfaction of employees, their productivity, and level of organizational commitment. The study contends that employees face burnout and work-life conflicts due to separate work and life domains, leading to dissatisfaction, poor welfare, exhaustion, and problems encountered from daily activities. The study suggests that employers should design a flexible workplace that supports WLI and adds to the general success of the organization. Although the context lacks empirical research, it provides a theoretic reasoning for WLI's potential and emphasizes the need for further research to increase its predictive value. This current work fills the gap by providing empirical insight in this regard.

The study by Killa & Sureshkumar (2023) explored workplace flexibility impacts on employee performance and the factors that influence its effectiveness. It used quantitative and qualitative

study methods to obtain data from personnel and organizations across different industries, and the findings revealed no significant difference between encouraging a culture of innovation and flexible work arrangements. The results were intended to offer insights into the study design and implementation of programmes targeted for workplace flexibility, the gains, problems, as well as success factors. The study provides practical guidance for organizations to develop and implement effective workplace flexibility programmes, enhancing employee engagement, job satisfaction, and productivity. There is a methodological gap in this current study because it is purely quantitative in nature and the results herein reveal significant relationships.

A study was carried out by Chinyere (2021) aimed at filling the gap in the dearth of empirical studies aimed at determining the relationship between reward, advanced technology, job engagement, supervisor and family support, and the work-life balance of female public sector workers in Imo state, Nigeria. Multiple regression analysis method was used to analyze the primary data obtained from 304 respondents out of the 500-questionnaire administered to female workers in four selected ministries. Results revealed a positive impact on advanced technology and work-life balance though not significantly; a significant but negative relationship between supervisor support and work-life balance; reward and job engagement positively and significantly related to work-life balance, thus supports the hypothesis; family support had no moderating effect on reward, job engagement, advanced technology, or supervisor support on work-life balance, thus indicating that the findings were not supported. The lack of significant correlation in the independent variables and the dependent variable in the research is similar to the findings in this current study.

Another study that examined the influence of work-life balance on employee performance in commercial banks in Enugu State by Ekpechi & Igwe (2023) focused on evaluating the impact of workload pressure on employee engagement and determining the effect of role conflict on employee motivation in selected banks. A descriptive survey design was used and a structured questionnaire to collect primary data from 189 of 459 population (staff) of five selected money deposit banks in Enugu State. The data analysis was done with Linear regression and SPSS Version 22 and findings showed workload pressure significantly affects employee engagement and role conflict significantly affects employee motivation. Conclusions drawn was that workload pressure significantly diminishes employee engagement, and this aligns with broader scholarly studies on the intricate interplay between workload and workforce productivity. Additionally, the study highlighted the negative impact of role conflict on employee motivation, with emphasis on the critical need for organizations to address and manage the contradictory roles inherent in their structures in a proactive manner. The study suggested that Commercial banks should implement flexible work arrangements like telecommuting and flexible schedules, to enable employees balance their work and personal lives which does not entirely conform with the findings of this research work where it was found that employee assistance programmes has significant impact on employee performance with recommendations to increase effort towards organizing such programs to achieve desired goal.

The study by Akpa (2019) investigated the impact of work-life balance on employee performance in selected deposit money banks in Lagos State, Nigeria. The study, which

involved 54,028 employees, found that job stress significantly affects the quality of work. The findings suggest that maintaining stability between work and personal lives is crucial for employees to avoid increased stress, employee turnover, absenteeism, job dissatisfaction, and poor performance at work. The findings suggest that work-life balance is essential for employee satisfaction and performance in these banks.

Methodology

This research work adopted a quantitative method using primary data. The population is 320 staff of Kubwa General Hospital, Abuja with a sample size of 175 gotten from the Krejcie-Morgan (1970) table and questionnaire was manually administered to 175 participants. Random sampling method was used due to its convenience and accessibility. The questionnaire contained an introduction informing respondents of the research, appeal for response and assurance of confidentiality for information provided; part one requested for demographic profile of the respondents to determine their Gender, Age, Marital Status, Job Category and Experience; part two contained questions on Work-to-family Conflicts, Employee Assistance Programmes and Employee Performance. Responses were scored on a 5-Scale Likert Score, where 1=Totally Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Totally Agree. Literature related to Work-Life Balance and Employee Performance was sourced from Google Scholar, Research Gate, Scribner and other online sources.

Data Analysis, Results and Discussions

The Statistical Package for Social Sciences (SPSS) Version 26 was employed to analyze the descriptive analysis while PLS-SEM using Smart-PLS version 3 for the Inferential Statistics, were used in this study. PLS-SEM was chosen for its reliable results and its most use in social sciences literature and many studies (Owusu *et al.*, 2020; Abdurrahman *et al.*, 2020). The analysis and results were conducted and discussed as follows:

Descriptive Analysis (Demographic Profile of Respondents)

The Descriptive statistical analysis was conducted using Statistical Package for Social Sciences (SPSS) Version 26. The parameters are: gender, age, marital status, job category and experience of respondents were evaluated and the results of the demographic profile of respondents indicate that 88 males and 87 females participated in this survey, 33 were between the ages of 18-25, 50 between the ages of 26-30, 40 between the ages of 31-35, 11 between the ages of 36-40, also 23 between the ages of 41-45 and 18 were between the ages of 46-50. The married respondents were 87 while 88 were single. The respondents comprised of 69 Professionals, 34 Officers and 72 General Service Staff out of whom 108 have less than 5 years working experience, 44 had five to ten years, 18 had 11-15 years, 2 had 16-20 years, and 3 had 21-25 years working experience respectively. This result is also shown in Table 1 below:

Table 1: Demographic Profile of Respondents

Variable	Item	Frequency	Percentage(%)
Gender	Male	88	50.3
	Female	87	49.7
Age	18-25	33	18.9
	26-30	50	28.6
	31-35	40	22.9
	36-40	11	6.3
	41-45	23	13.1
	46-50	18	10.3
Marital Status	Married	87	49.7
	Single	88	50.3
Job Category	Professional	69	39.4
	Officer	34	19.4
	General Service	72	41.1
Years of Working Experience	Less than 5 years	108	61.7
	5-10 years	44	25.1
	11-15 years	18	10.3
	16-20 years	2	1.1
	21-25 years	3	1.7

Data Analysis

The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) approach which according to Hair *et al.* (2011), is a variance-based method frequently used in predicting/forecasting of the relationships among constructs.

Inferential Statistics

This was done in line with the requirement for carrying out inferential statistics in two segments namely, assessment of the measurement model and assessment of the Structural Model (Hair *et al.*, 2014; Becker *et al.*, 2012) as indicated below:

Assessment of the Measurement Model

This research contained 24 indicators (items) including the demographics and had very good outer loadings in line with the criteria which accommodates loading values less than or equal to (\geq) 0.5 if the summation of loadings results in high scores, contributing to Average Variance Extracted scores of ≥ 0.5 through the process of confirmatory factor analysis. Using Smart-PLS 3.0, the data analyzed was confirmed to be reliable and valid as indicated by the required threshold met of the Cronbach's alpha, composite reliability and AVE values obtained of 0.990 and 0.993 and 0.980 respectively for Work-to-family Conflict; 0.821, 0.892, and 0.733 respectively for Employee Assistance Programmes, 0.794, 0.879 and 0.708 respectively for Employee Performance.

Table 2: Results of Data Reliability, Validity and Collinearity

Constructs	Items	Factor Loadings	(Cronbach's Alpha)	Composite Reliability	AVE)
Work-to-family Conflict	W/FPC1	0.986	0.990	0.993	0.980
	W/FPC2	0.994			
	W/FPC3	0.991			
Employee Assistance Programmes	EAP1	0.851	0.821	0.892	0.733
	EAP2	0.829			
	EAP3	0.887			
Employee Performance	EP1	0.899	0.794	0.879	0.708
	EP2	0.805			
	EP3	0.818			

Discriminant Validity

This is the degree to which indicators differ across constructs. Fornell-Lackert Criterion (1981), was used in determining the Discriminant Validity. Technically speaking, the Fornell-Lackert Criterion (1981) stipulates that a latent variable should explain better the variance on its own indicators than that of other constructs and that the AVE of a latent variable should be higher than the squared correlation between the latent variable and all other variables or the square root of AVE on the diagonal should be higher than the correlation on the off-diagonal. The criteria were met as indicated in Table 3 below:

Table 3: Results of Discriminant Validity (Fornell-Lackert Criterion (1981))

	Employee Assistance Programs	Employee Performance	Work/Family Priorities Conflict (W/FPC)
Employee Assistance Programs (EAP)	0.797		
Employee Performance (EP)	0.615	0.717	
Work/Family Priorities Conflict (W/FPC)	0.192	0.161	0.775

Assessment of the Structural Model

The structural model assessment evaluates variables and causal relationships in regression analysis. The path coefficients between independent and dependent variables are evaluated, collinearity, correlation, relevance, significance level, and effects sizes are also evaluated. The Variance Inflation Variance (VIF) results reveal high multi-collinearity between Work-to-Family Conflict questions 1, 2 and 3, with values 17.164, 38.308 and 29.151 respectively (that is > 5) as against the required threshold of between one and five. However, the items are maintained since validity and reliability of our data were not affected. The model has predictive capability as determined by the Coefficient of Determination (R^2) with a stipulated threshold of $1 \geq 1$: 0.75-Substantial, 0.50-moderate, 0.25-Weak (Carlson & O'Cass, 2010; Risher, *et al.*, 2017). The result of $R^2=0.843$ shows that the model has a Substantial predictive capability or

that the goodness of the model is substantial implying the dependent variable (Employee Performance) has predictive capability. The effect size (F^2) or impact of Constructs, shows the extent an exogenous variable contributes to an endogenous variable's predictive capability (R^2) values. The predictive capability of a model can be determined with the F^2 which shows the incremental explanation of the independent constructs in connection with a dependent variable. The effect size (F^2) of a construct can be either small, medium and large effects or numerically determined as $F^2=0.35$ for substantial/large effect, $F^2 = 0.15$ for medium and $F^2 = 0.02$ for weak/small effects respectively.

The F^2 in this study indicates that W/FPC (3.160) has a large effect on Employee Performance and Employee Assistance Programmes (1.234) also has a large effect on Employee Performance. The Constructs used in the study also had Predictive Relevance (Q^2) as result of $Q^2= 0.187$ (Employee Performance), which is in line with the criteria for Q^2 to be greater than Zero (>0) for the exogenous constructs to have predictive relevance for the endogenous constructs. Therefore, the independent variables have predictive relevance for the dependent variable. The Model is also fit as the determining Standardized Root Mean Square Residual (SMRS) in this study is 0.168 in line with the required threshold of 0.10 for the model to be acceptable as fit.

Table 4: Tabular presentation of Results of Structural Equation Model Assessment

Hypotheses	β	STDEV	T-Values	P-Values	2.50%	97.50%			
Work-to-family Conflicts -> Employee Performance	0.718	0.065	11.092	0.000	0.589	0.832			
Employee Assistance Programmes -> Employee Performance	0.449	0.080	5.516	0.000	0.299	0.604			
	R ²	Q ²		Model Fit					
Employee Performance	0.843	0.187		SRMR 0.168					
Effect Size (F2)									
	EP								
EAP	1.234	Large Effect							
W/FPC	3.160	Large Effect							
Variable Inflation Factor									
Variables	WFC 1	WFC2	WFC3	EAP1	EAP2	EAP3	EP1	EP2	EP3
VIF	17.164	38.308	29.151	2.161	1.637	1.954	2.344	1.847	1.538

Discussion of Findings

Hypotheses Testing

Bootstrapping and Blindfolding tests were carried out to determine the relationship between the test and critical values and compared at 0.05 level of significance. The hypotheses were to be

rejected if the test statistic was greater than the critical value, while the hypotheses were to be accepted if the test statistic was lesser than the critical value ($P\text{-value} < 0.05$ and a $t\text{-Value} > 1.96$ = significant; $P\text{-value} > 0.05$ and a $t\text{-Value} < 1.96$ = not significant). Results obtained for Hypothesis One (H1), which stated that Work-to-Family Conflicts has a significant impact on Employee Performance on Employee Performance in Kubwa General Hospital ($\beta = -0.718$, $t\text{-value} = 11.092$ and $p\text{-value} < 0.05$) is significant and hereby accepted. Also, results obtained for Hypothesis Two (H2) which states that Employee Assistance Programmes has a significant impact on Employee Performance in Kubwa General Hospital, Abuja is equally significant ($\beta = -0.449$, $t\text{-value} = 5.516$ and $p\text{-value} < 0.05$) and the hypothesis also accepted. (See Table 4 for summary of results).

The above results differ from the studies by Morrison *et al.* (2020), Al-Alawi *et al.* (2021) and Moreira *et al.* (2023) who obtained significant negative results from their hypotheses that work-to-family conflicts has a significant relationship with employee performance subject. The findings from Samtharam & Baskaran's (2023), though not empirical, aligns with this study's findings. On the other hand, Ugbomhe & Ishaq's (2023) research reveals a significant relationship between Employee assistance programmes and employee performance.

Conclusion

This quantitative study investigated on Work-Life Balance and Employee Performance in Kubwa General Hospital with particular focus on work-to-family conflicts and employee assistance programmes with the use of Guest's (2002) Spill Over Theory which, suggests that a healthy work-life balance is crucial for individuals, involving overlapping work and family duties. Factors affecting this balance include workplace expectations, work culture, and personal variables. But, negative spillover can lead to low commitment and high turnover, and the study suggests positive work-life policies to increase employee commitment.

The study tested hypotheses using original sample mean, t-statistics, and p-values. Results showed significant impact of work-to-family conflicts on employee performance ($\beta = -0.718$, $t\text{-value} = 11.092$; $p\text{-value} = 0.000$) as well as a significant impact of employee assistance programmes on employee performance ($\beta = -0.449$, $t\text{-value} = 5.616$; $p\text{-value} = 0.000$). This implies that the work-to-family conflicts, and employee assistance programmes provided by their employer, determines the work performance of employees of Kubwa General Hospital, Abuja.

Recommendations

The researcher hereby recommends that to improve employee performance in Kubwa General Hospital, Abuja:

1. The management should devise strategies to resolve the work-to-family conflict by flexible and remote working to empower employees to manage their time and feel valued; focus on productivity, encourage breaks, and lead by example, offering volunteer time can boost morale and workplace satisfaction, reconsidering time off policies, increasing parental support, offering health cash plans, and offering additional

services. Employees should be asked about their views on improving work-life balance, and approaches should be tailored to each employee's needs and preferences.

2. Increase work performance by prioritizing, implementing or strengthening employee assistance programmes aimed at mitigating or eliminating the negative effects of work-life balance conflicts, like counselling, health programmes, trainings and financial incentive for its workers and ensure compliance.

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Appendices

Part I: Personal/Demographic Profile of the Respondent

Please tick where appropriate.

Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Female					
Age:	<input type="checkbox"/> 18-25	<input type="checkbox"/> 26-30	<input type="checkbox"/> 31-35	<input type="checkbox"/> 36 - 40	<input type="checkbox"/> 41-45	<input type="checkbox"/> 46-50	<input type="checkbox"/> 50+
Marital Status:	<input type="checkbox"/> Married		<input type="checkbox"/> Single				
Job Category:	<input type="checkbox"/> Professional		<input type="checkbox"/> Officer		<input type="checkbox"/> General Service		
Experience:	<input type="checkbox"/> <5 yrs.	<input type="checkbox"/> 5-10 yrs.	<input type="checkbox"/> 11-15 yrs.	<input type="checkbox"/> 16-20 yrs.	<input type="checkbox"/> 21-25 yrs.	<input type="checkbox"/> 26-30 yrs.	<input type="checkbox"/> 31 yrs.+

PART II: INDEPENDENT VARIABLES (Using the Likert scale of 1 to 5, where: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree. Please tick the option that best suits your opinion.)

	Questions	1	2	3	4	5
Work-to-family Conflict						
1.	Work-life /work-to-family conflict is an important source of stress and family conflict					
2.	Work outcomes like labour dissatisfaction, high turnover intention, low productivity and lack of commitment are related to misplaced work family priorities					
3.	Balanced work family priorities lead to a motivated workforce and high employee morale					
Employee Assistance Programme						
1.	Health Programmes keeps me contributing at work Support in family situation increases my loyalty to the company					
2.	Counseling enables me to carry out assignments with expected degree of independency and efficiency					
3.	Health Programmes generally improves my attendance rate					

PART III: DEPENDENT VARIABLE (Using the Likert scale of 1 to 5, where: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree. Please tick the option that best suits your opinion.)

Employee Performance						
1.	The quality of my work performance is always high.					
2.	My supervisor regularly commends me for outstanding work performance					
3.	I am hardly absent from work except due to ill-health					

Source: (Survey Data, 2018; Kabarak Journal of Research & Innovation ISSN 2305-784X (print) ISSN 2410-8383 (online) Volume 4 Number 2 (2017)).